



COUNTY OF LOS ANGELES CHILD SUPPORT ADVISORY BOARD

Los Angeles County
Board of Supervisors

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2008

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CHILD SUPPORT ADVISORY BOARD MINUTES JANUARY 24, 2008

Present

2nd District, John Murrell
3rd District, Lucy T. Eisenberg, Esq.,
Chair
4th District, Jean Cohen
4th District, Maria Tortorelli, Esq
5th District, Susan Speir, Vice Chair
Gene A. Franklin Sr., CIO
Susan Jakubowski, DCFS
Sylvia Valencia, DPSS
Steven Golightly, CSSD

Guests

Jennifer Coultas, Special Assistant, CSSD
Lori Cruz, Deputy Director, CSSD

Staff

Janice Davis, Executive Office, BOS
Andrew Sevrin, Executive Office, BOS
Garen Khachian, Executive Office, BOS

CALL TO ORDER

Chair Eisenberg called the meeting to order at 9:38 a.m. in room 372, Kenneth Hahn Hall of Administration.

APPROVE MINUTES OF DECEMBER 13, 2007

On motion of Vice Chair Speir, seconded by Member Franklin and unanimously carried, the minutes of December 13, 2007 were approved, with no changes.

Absent

2nd District, Paula Leftwich
3rd District, Janice Kamenir-Reznik
5th District, Reginald Brass
David Jetton, Superior Court
Mary Lawrence, DCSS
Debbie Strong, Franchise Tax Board

**DIRECTOR'S REPORT, TO INCLUDE: STATE BUDGET IMPACT ON CSSD;
MEETINGS WITH THE NEW DCSS DIRECTOR; COUNTY GOVERNANCE
STRUCTURE; CCSAS UPDATE; COMMISSIONER'S WORKGROUP MEETING; AND
BEST PRACTICES SUMMIT**

Steven Golightly, Director, CSSD, reported:

- The Governor's budget was released on January 10, 2008. The Local Child Support Agencies' (LCSA) funding was reduced due to the State's inability to convert to CSE.
- Mr. David Maxwell-Jolly is the newly appointed Director of Department of Child Support Services (DCSS).
- The DCSS did all they could to keep their funding from being reduced. However, pressure was put on local agencies to prove their programs are generating revenue and can continue to bring in child collection payments during the conversion. Since many programs have been cut, there's pressure to perform.
- CSSD will be forced to reduce staff because of SEIU's budget change due to labor wage increases, i.e. once they go live with CSE, there will be fewer IT staff. The 3-County ARS consortium will go live in November, and then budget planning will need to be done for FY 2008/09 as early as July.
- Director Golightly attended a meeting with Mr. Maxwell-Jolly, Director, DCSS, and the Child Support Directors Association of California (CSDA) which focused on performance issues post CSE-conversion. Mr. Maxwell-Jolly plans to organize a focus group consisting of LCSA Directors and the State, who would work on a Business Plan for Performance Improvement.
- Wave Seven for Orange, Amador and Calaveras Counties is scheduled for conversion to the California Child Support Automated System (CSSAS) on February 2, 2008. Orange County, one of the largest Counties in Southern California, will increase their caseload by 50%; they currently have a caseload of 180,000. Research is needed to address conversion issues with missing information coming from welfare offices in Orange County. To correct the conversion issues in Orange County the systems require enhancements, however the state will not provide additional funding for those enhancements.
- At the Commissioners Workgroup Meeting, Mr. Golightly met with Member Tortorelli and Supervising Commissioner Nick Talbert. They will begin meeting on a monthly basis.

- The Best Practices Summit had approximately 200-250 County employees attend from various Departments, who discussed best practices in the hope of unifying system procedures. Ms. Jennifer Coultas, Special Assistant, CSSD is coordinating the next Summit and Mr. William T. Fujioka, Chief Executive Officer and Mr. Maxwell-Jolly, Director, DCSS, will be attending.
- The CSSD appointment cards were distributed to the CSAB Members for review. CSSD will send out 6000 appointment cards to NCP's on February 4, 2008. The appointment card program has been a success for both Orange and Contra Costa Counties.
- Approximately seven hundred (700) out-of-state child support checks arrive daily to the State Disbursement Unit (SDU), and are re-routed to Sacramento's lock box. The lock box will be closed at the end of January and the checks will be routed to a "ghost box", which will be a holding station for unclaimed child support checks. The ghost box will be open for one year.

DCSS REPORT TO INCLUDE: CCSAS CONVERSIONS; STATE BUDGET IMPACT ON DCSS; STATUS OF NEW REGULATIONS ON WELFARE REFERRALS

No DCSS Representative was in attendance.

REVIEW AND DISCUSS PERFORMANCE MEASURES

- Steven Golightly, Director, CSSD, reported the Order Calculation Method trend shows that the Child Support Departments' earnings percentage is increasing and the presumed income orders percentage is going down. For the months of November and December 2007, the Department improved, which is a major goal. The Department is not where it needs to be, however the Department is moving in the right direction.
- Chair Eisenberg, commented on the Customer Service Report, which showed, for the month of December 2007, the Department received 365,395 call inquiries and had 22,517 abandoned calls, compared to November 2007 where the Department received only 301,866 calls and abandoned 28,517. This is encouraging to the Department because the public is choosing to use the automated system.
- The Board requested in the future, the report be submitted in color for easier viewing.

STATUS OF DECISION REGARDING FREQUENCY OF CSAB MEETINGS

Ms. Janice Davis, staff, gave the following report:

The Board Letter requesting CSAB's Meeting schedule be changed from monthly to bi-monthly meetings is scheduled for the January 29, 2008, Board of Supervisors' meeting. Ms. Davis will inform CSAB of the Board's action as soon as she receives it.

REVIEW AND APPROVE SEMI-ANNUAL REPORT

On motion of Vice Chair Speir, seconded by Member Tortorelli and unanimously carried, the Semi-Annual Report was approved, with the following changes:

- The date on the header should be changed from July 27, 2007 to January 18, 2008.
- On Page 8, under IIIA, "Call Center/Customer Service Data", a question mark should be taken off after the line "voice response system".
- On Page 8, under IIIA, "Call Center/Customer Service Data", the sentence starting with, "And a high percentage" should be changed to: "A high percentage..."

OVERVIEW OF CSTATS AND HOW THEY ARE USED TO MONITOR PERFORMANCE AND STAFF ACCOUNTABILITY-Lori Cruz

Lori Cruz, Deputy Director, CSSD, distributed the CSTATS and then gave the following report:

- Since the Child Support Department converted to ARS, the Department has had a plethora of data; however from an operational perspective, the Department has not used the data effectively. The Department implemented Child Support Stats (CSTATS) to monitor the performance of Divisions. It is a two prong approach to review data Department wide and to use the data to improve the Departments performance, accountability and problem solving on a daily, monthly, and annual basis.
- The CSTATS tenets are as follows:
 1. Accurate and timely data shared by everyone at the same time.
 2. Hold regular and frequent meetings to accelerate learning.
 3. Relentless follow-up and assessment.
 4. Key is adopting a problem solving model that works for the organization so that CSTATS does not become solely an exercise in command and control.

- The objectives of CSTATS are:
 1. Improve overall departmental performance moving CSS to one of the leading performers in the State as measured by federal performance targets.
 2. Reduce disparities in divisional performance
 3. Promote a culture of best practices and shared learning.
 4. Reinforce division management accountability for results.
- The managers will be able to closely monitor trends and the stats compared across time, offices and functions.
- CSTATS began with DPSS monitoring the Food Stamp error rate, which improved greatly after its creation.
- The CSSD total distributed collections running total for the current and last 3 fiscal years, shows a month by month comparison of the monies CSSD has paid out to families. As of December, CSSD is running 2 percentage points ahead of last year. CSSD is very pleased with their improvement.

Steven Golightly, Director, CSSD, reported:

- The Child Support Services Department's Digital Dashboard shows Division's 1 and 6 are always on top and Division's 2 and 4 are always on the bottom. This is because Division 6 is able to release their monies on hold, causing greater improvement compared to other Divisions.
- The CSSD's report card shows on a monthly basis how divisions have performed. Although some Divisions perform poorer than others, it may be because they are larger Departments and demand more manpower. Therefore, performance evaluation is not an exact science.
- CSTATS shows the disparities in Division performance and is a pro-active way to assist them with solutions to improve job performance.

Member John Murrell, DPSS, reported:

- The CSTATS report is the most effective means of reporting to management a Division's strongest accomplishments and individual goals, and their weakest qualities requiring improvement. It's the perfect business model in showing staff how they can achieve better results.
- At the next CSAB Meeting, CSSD will provide CSTATS for both Divisions and Departments.

**DISCUSSION OF BUSINESS PLAN GOAL 1 FOR IMPROVING COLLECTIONS OF
CURRENT SUPPORT - Lori Cruz**

Lori Cruz, Deputy Director, CSSD, reported:

- Goal 1 is “Increase Current Support Collections to 50.6%”. It is a 6-point plan:
 1. Implement early intervention collection phone call program.
 2. Continue Departmental accrual credit competition.
 3. Complete regular payments from self-employed NCPs.
 4. Continue program improvement effort with Program Improvement Teams (PIT) lists.
 5. Review 100% of Supplemental Child Care accounts.
 6. Reduce percentage of default judgments by 5%.
- This Business Plan is what the County sets internally for their project goals. QAPI is the State’s plan.
- Even if the State has no extra payment data, ARS assigns an interest payment assessment which creates an overpayment situation that requires correction. Unfortunately, the NCP doesn’t know they’re being billed incorrectly.

UPDATE ON PILOT PROJECT FOR REDUCING DEFAULT JUDGMENTS– Lori Cruz

Lori Cruz, Deputy Director, CSSD, reported:

- Appointment letters were originally sent to NCPs with dates of appearances to CSSD offices, to arrange child support payments.
- The letter had a 10% success rate, which was too low, so the postcard format should be much more effective. Results regarding the success rate of the pilot project should be available by early March.

MATTERS NOT POSTED ON THE AGENDA (to be presented and placed on a future Agenda)

There were none.

PUBLIC COMMENT

There were none.

ADJOURNMENT

Chair Eisenberg declared the meeting adjourned at 11:38 a.m.